



Cardinal Project Commonwealth of Virginia

DHRM HR Business Symposium

November 30, 2016



Cardinal Payroll Project Overview



Story of Cardinal Chapter One

1986

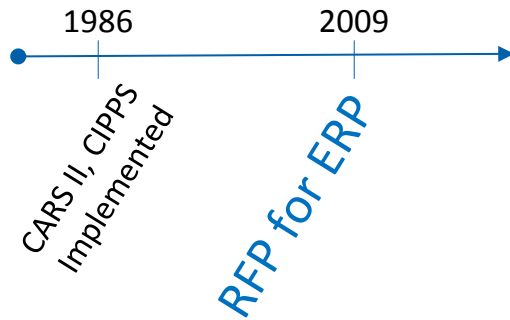
CARS II, CIPPS
Implemented





Story of Cardinal

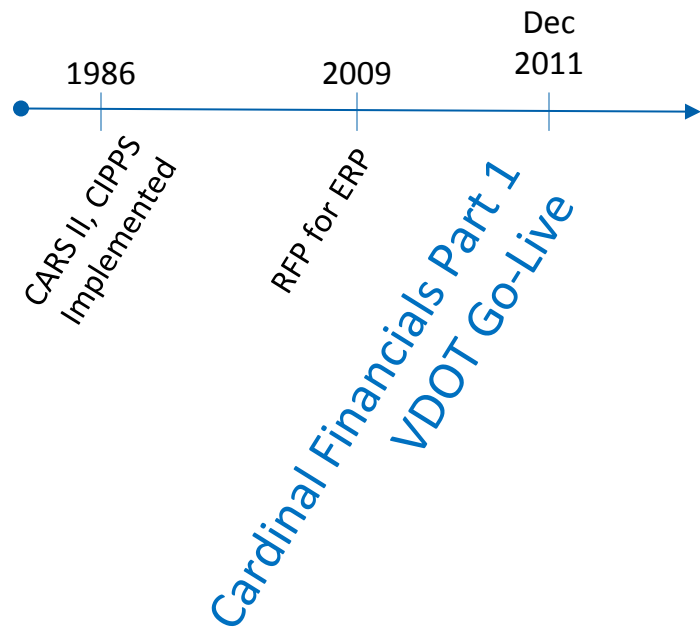
Chapter Two





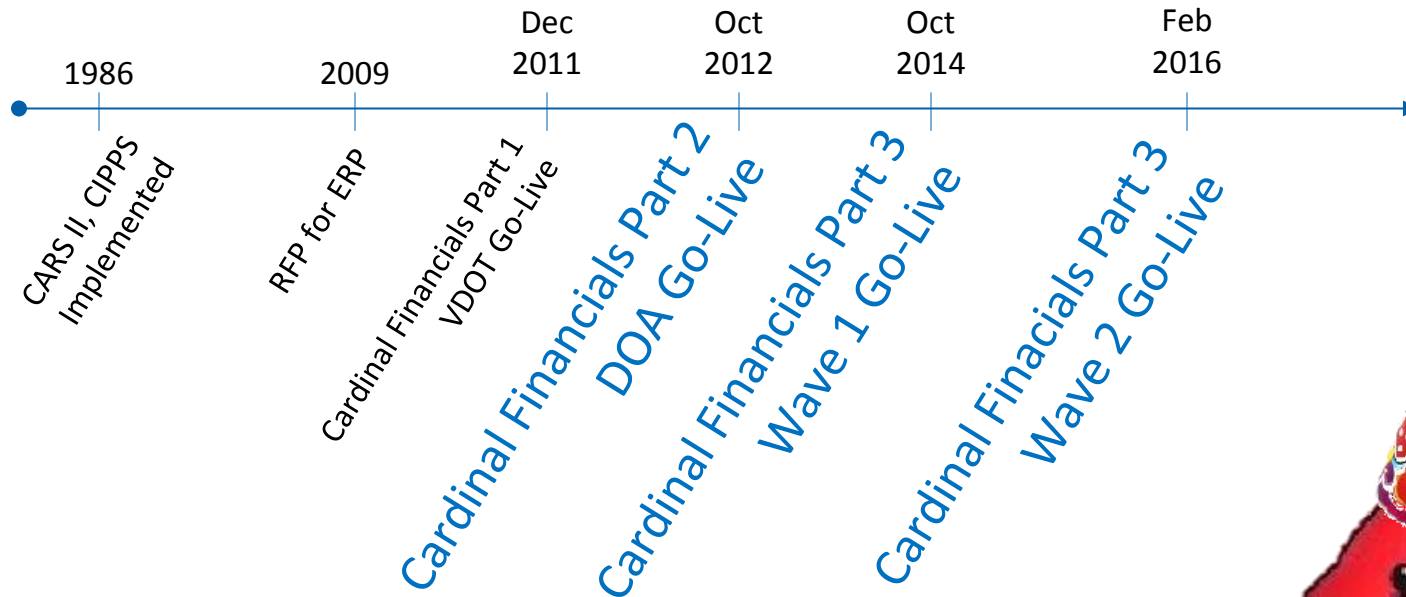
Story of Cardinal

Chapter Three



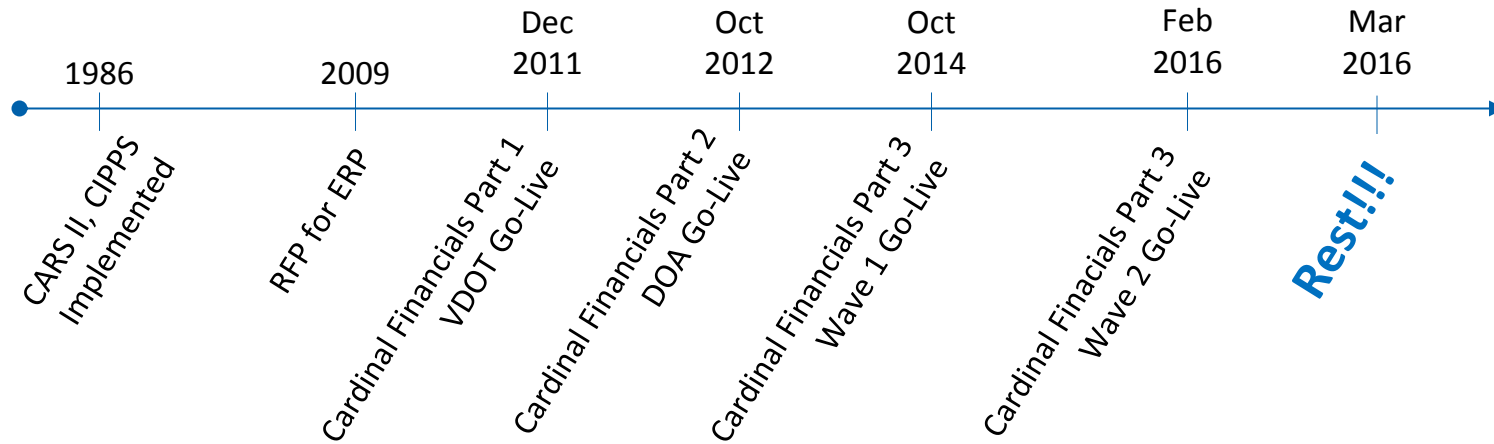


Story of Cardinal Chapters Four, Five and Six





Story of Cardinal Chapter Seven

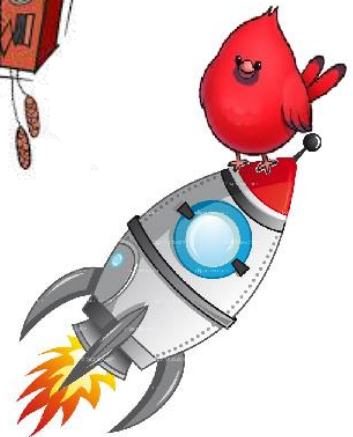
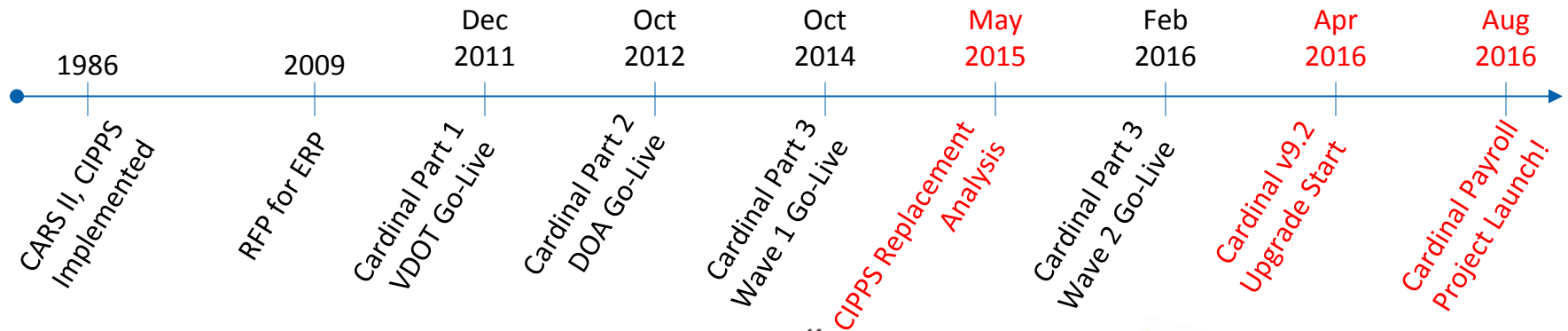




Story of Cardinal

Chapter Seven

Revised Surprise Twist





Payroll Current State

The Commonwealth Integrated Payroll/Personnel System (CIPPS) serves as the current payroll system for the majority of the state's agencies.

- Mainframe application built in 1986
- Current vendor support expires in May 2018
- ~200 agencies currently use CIPPS; 43 agencies use CIPPS Leave
- ~90,000 salaried and hourly employees in CIPPS
- Other central systems supporting payroll and time capture:
 - CIPPS **Payroll Audit Tool (PAT)** used currently for agency access to pay and leave information and reporting
 - **Payline** used to view payroll information (e.g., paystub, W-2, leave)
 - **Reportline and FINDS** are used for payroll reporting
 - DHRM's **Time, Attendance, and Leave (TAL)** system is used to capture time, attendance, and leave usage for participating agencies



Cardinal Project Vision and Benefits

By replacing CIPPS with Cardinal Enterprise Planning Resource (ERP) solution, the Commonwealth will:

- Reduce risks associated with aging payroll system
- Meet majority of Commonwealth payroll business requirements
- Continue to leverage the ERP system which provides:
 - Enterprise focus with integration to Cardinal financials
 - Proven software aligned with standard, proven government business processes
 - Vendor supplied upgrades to software for functional and technical improvements
 - Robust reporting tools and capabilities



What You Need to Know!



Payroll Scope

- All state agencies currently using CIPPS will use Cardinal
- Agencies will be given the option to use Cardinal as online or interfacing
- CIPPS, PAT and TAL will be retired and Cardinal will become the Commonwealth's new time and attendance and payroll management system
- Payroll functionality will be fully integrated with Cardinal Financials
- While there are three functional areas (Payroll, Time and Attendance, Human Resources/Benefits) included in the Cardinal system, there are five PeopleSoft v9.2 software modules included:
 - Payroll for North America
 - ePay
 - Time and Labor
 - Absence Management (Leave)
 - Human Resource including Base Benefits (limited to support payroll functionality)



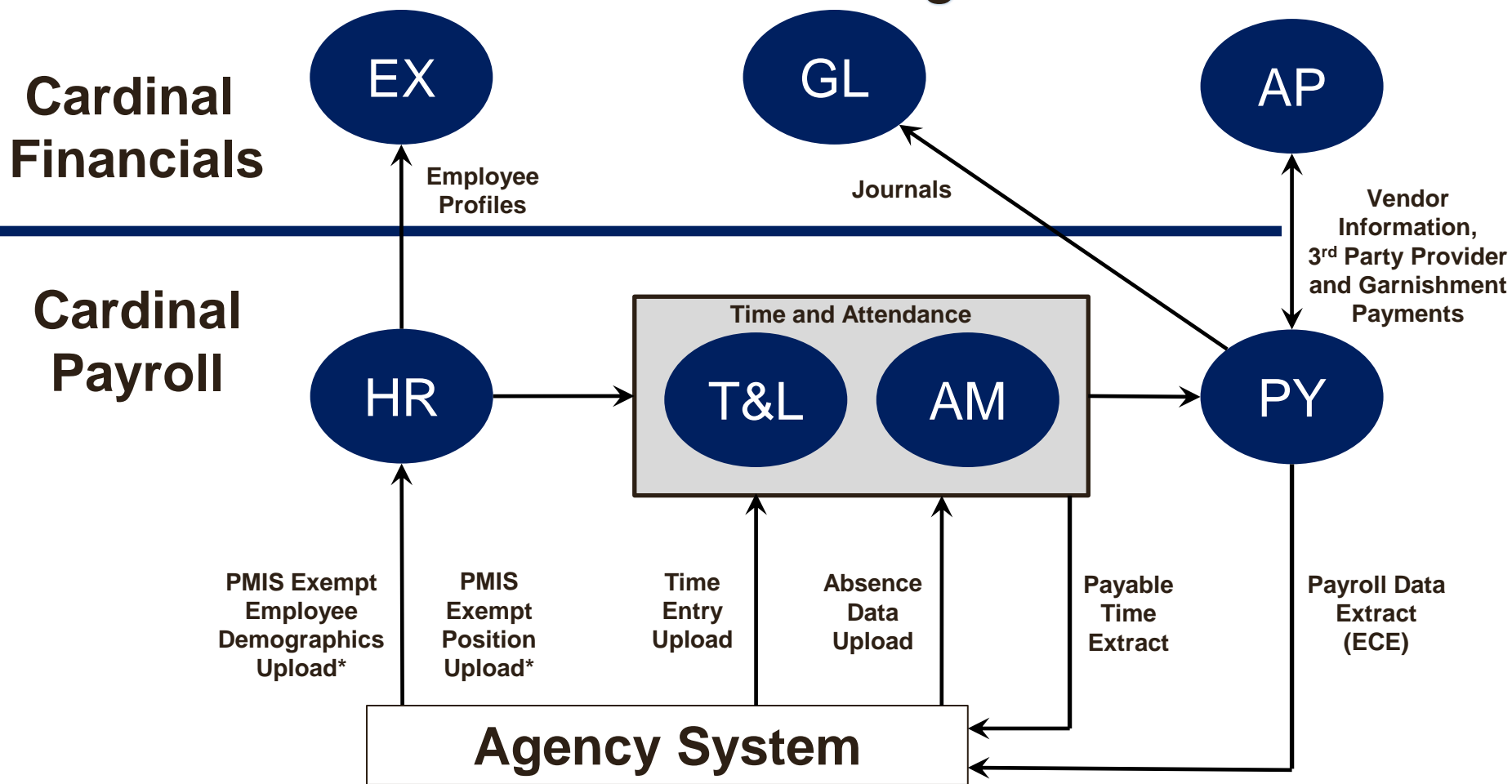
In-Scope Business Processes

Functional Area	Business Process
Human Resources & Benefits	Setup and Maintain Employee HR Data
	Benefits Reconciliation
Payroll	Maintain Employee Payroll Data
	Process Payroll
	Post Payroll Process
	Payroll Costing
	Periodic Legislative Reporting
Time and Attendance	Time and Attendance Employee Setup
	Time and Absence Capture
	Time and Attendance Approval and Processing
	Payroll Integration and Cost Allocation



Agency Interfaces

Cardinal Module Integration



*For PMIS agencies, Employee Demographic and Position data will be interfaced from PMIS



Conversion

- ~30 different types of conversions are planned
- Each agency will have an active role in conversion
 - Develop Crosswalks
 - Review Legacy Data
 - Cleanse Legacy Data
 - Validate/Approve Converted Data



Payroll Rollout Strategy

To help reduce risk, Cardinal Payroll will be deployed to agencies in two “releases.” All agencies are involved from Design through Test and the first release Go-Live is scheduled for April 2018 for 25% of employees. The second release covers re-testing through stabilization with Go-Live scheduled for October 2018 for the remaining employees.

- **Release 1**

- All agencies engaged in design, build, and test
- All agencies represented in Business Process Workshops and Role Mapping
- Build and system test of all reports, interfaces, conversions, and extensions (RICE)
- Interface testing conducted for all interfacing agencies
- Traditional payroll parallel test conducted for all agencies
- Solution deployed to ~25% of CIPPS agencies' employees

- **Release 2**

- Supplemental interface testing conducted
- Additional mock conversion conducted
- Remaining agencies deployed



Deployment Release Outcomes

Release 1 Outcomes

- Agencies representing 25% of CIPPS employees go live with Cardinal Payroll
 - Release assignments will be finalized Summer 2017
- All RICE deployed into production and stabilized with pilot agencies
- Agencies that go live with Cardinal in this Release no longer transact in or interface to CIPPS (as a general rule)
 - Transactions entered into Cardinal are not sent to CIPPS and will not be reconciled to CIPPS
- Central system-of-record applications interface to both CIPPS and Cardinal
- Cardinal becomes the Payroll system of record for deployed agencies

Release 2 Outcomes

- All remaining agencies go live with Cardinal
- Transaction processing in CIPPS ceases and the system is brought offline
- Tax year 2018 reporting produced from Cardinal



Major Business Impacts

- HR Data Impacts
 - A job record is required for Cardinal Payroll. This will require the establishment of a position record for each employee. This will be required of PMIS and non-PMIS agencies, salaried and wage employees, as well as adjunct faculty



Major Business Impacts (continued)

- Time and Attendance Impacts
 - For both online and interfacing agencies, Cardinal timesheet records will drive pay for:
 - Wage (hourly) employees
 - Nonexempt salary employees
 - Exempt salary employee exception time (e.g., overtime). Any day with exception time requires all hours, including regular hours, to be reported
 - Timesheets will collect detailed time by day, by type, and by accounting distribution (optional) to feed payroll, and to support allocation of pay in the Cardinal Financial system at a detailed level
 - Agencies may elect to utilize “employee self-service” feature to collect productive time and leave detail directly in the system or they may use “timekeeper” approach (or a combination of the two)



Major Business Impacts (continued)

- Time and Attendance Impacts (continued)
 - Agencies without an agency-based Absence Management system that tracks leave accrual / leave balances will be required to maintain absence data in Cardinal
 - Employees will be assigned a work schedule in Cardinal to facilitate the merging of employee absences with productive time capture on the Cardinal time sheet. This will provide a complete picture of the employee's time (and provide for enhanced edits and reporting – including identification of potential leave without pay situations)



Major Business Impacts (continued)

- Reporting / Data Retrieval Capability Impacts
 - With the implementation of Cardinal Payroll, Payline, Reportline, and PAT will no longer be populated, but will be available to retrieve historical data
 - Cardinal Payroll will provide users the ability to run / generate their own reports and queries. While there may be a subset of key reports that will be generated for the agencies in batch, there will be hundreds of reports, queries and inquiries that users can generate on their own. These reporting tools will allow for flexible run control parameters, and often provide the ability to export data to other tools (e.g., Excel)



Cardinal Change Network



Cardinal Change Network

Cardinal Project

- Project updates, timeline, training
- Change Network meetings
- Agency workshops
- Agency tasks, surveys, calls, e-mail, newsletters
- Understand agency readiness



Agency Readiness Liaisons

- Work with agencies on readiness tasks
- Monitor and assess agency readiness
- Address agency issues and questions



Agency Change Network Members

- Supply project updates and status
- Know business process changes
- Complete tasks for agency readiness



Agency

- Report issues, concerns, questions
- Inform of agency specific needs
- Contribute to agency readiness



Agency Change Network Members

- CIPPS agencies assigned to logical groups called “Assembled” agencies based on reporting structure, transaction processing, and agency relationships
- Each assembled agency had assigned Change Network members who represent the entire group
- Each assembled agency has one Primary Contact and an additional zero to six agency contacts:
 - Subject Matter Expert (SME) Payroll
 - SME Time and Attendance
 - SME HR (Employee Setup / Benefits)
 - Technical/Interface
 - Security (Assignment of System Access)
 - Training





Stay Up To Date



Project Resources

- Cardinal Project Website and Newsletters

<http://www.cardinalproject.virginia.gov/index.shtml>



- Cardinal Assembled Agency Change Network



- Cardinal Project Email Address: ProjectCardinal@DOA.Virginia.gov



Payroll Implementation Schedule

Cardinal Payroll Project Schedule

Phase	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
	Release 1																						Release 2					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Plan/Analyze																												
Design																												
Build																												
Test																												
Deploy																												
Support																												
Test - Release 2																												
Deploy - Release 2																												
Support - Release 2																												

We are here

**Targeted Go-Live
Dates:**

★ Release 1 – April 2018

★ Release 2 – October 2018



Questions



**Thanks in advance
for your support!**